

5.0 Travel Demand Management (TDM) Plan

5.1 Existing Mark Center Transportation Management Plan

A new development's TMP must attempt to meld its goals and strategies with existing TMPs in the development's community. In this case, the BRAC 133 TMP will consider the TDM strategies detailed in the existing *Mark Center Plaza 1A and 1B TMP*⁴¹ (developed March 31, 2003) and meet and/or exceed the outcomes of the strategies through this BRAC 133 TDM Plan. The intent of the BRAC 133 TMP is not only to develop site-specific strategies, but also to address existing 2003 TMP strategies in order to build a more site-appropriate TMP that will effectively reduce the transportation-related impacts of BRAC 133 on the Mark Center community. The following Section 5.1 outlines the four major TDM strategies adopted as part of the 2003 Mark Center TMP and demonstrates the Army's commitment to including these strategies at a minimum, while building upon these strategies and incorporating additional strategies within the BRAC 133 TMP. The four TDM strategies are as follows:

i. Designation of a Transportation Management Plan Coordinator

Currently, the Mark Winkler Company's Commercial Property Manager of Alexandria properties (now Duke Realty Corporation) is designated as the Transportation Management Plan Coordinator (TMPC). Duties of the TMPC include:

- Managing the shuttle bus service between Mark Center and the Pentagon Metrorail station
- Promoting the use of carpools and vanpools, transit, flex-time, and other TDM programs to tenants and employees
- Administering a ridesharing program
- Providing annual reports to the City of Alexandria on the TDM program utilization
- Administering the on-site sale of transit fare
- Enforcing reserved carpool, vanpool, and flex-time employee parking
- Encouraging tenants to allow employee participation in flexible work hour programs
- Liaising with the City of Alexandria

The BRAC 133 TMP will tie all of the responsibilities of the TMPC into the roles and responsibilities of the BRAC 133 Transportation Coordinator, in addition to other responsibilities, as described in Section 5.2.2.

ii. Shuttle Service to Pentagon Metrorail Station

The first priority of the 2003 Mark Center TMP was the establishment of shuttle service between the Mark Center and Pentagon Metrorail station. Currently, Duke Realty, IDA, and CNA operate free shuttle services for their respective tenants and employees.

⁴¹ *Mark Center Parcel 1A and 1B Traffic Impact Study and Transportation Management Plan*, Wells & Associates, LLC for The Mark Winkler Company, March 31, 2003.

The BRAC 133 TMP will also include the management of a free shuttle service for its employees to nearby Metrorail stations, to likely include service to the Pentagon, Ballston, King Street, East Falls Church, and West Falls Church Metrorail stations.

iii. **Reserved Flex-Time Employee Parking**

The current 2003 Mark Center TMP provides that up to three percent of new parking spaces for the area now encompassed by BRAC 133 will be reserved until 9:00 AM for flex-time employees.

The BRAC 133 TMP is not able to guarantee flex-time parking for employees. Instead, the TMP is allocating five percent of parking to be allotted for carpools and vanpools, as well as three percent to be set aside for alternative and low/no-emissions vehicles. Details on priority parking are presented in Section 5.4.2.

iv. **Reserved Carpool and Vanpool Parking**

The current Mark Center TMP indicates that up to five percent of new parking spaces for the area now encompassed by BRAC 133 will be reserved until 10:30 AM for carpool and vanpool parking. After 10:30 AM these spaces will be available for general use.

The BRAC 133 TMP will uphold the five percent parking allocation for carpools and vanpools, as well as three percent to be set aside for alternative and low/no-emissions vehicles. However, no time limits will be placed on the parking in order to encourage drivers to rideshare. Parking spaces for carpools and vanpools are priority spaces which are incentives to ridesharing to BRAC 133; as such, general users and single occupancy drivers will not be able to access these priority spaces. Details on priority parking are presented in Section 5.4.2.

Additional BRAC 133 TDM Plan strategies are derived from a multitude of other sources, in addition to the existing 2003 Mark Center TMP, including:

- DoD transportation program protocol
- Analysis of employee commute patterns and needs
- Research on Army transportation program needs
- Best practices and case studies in travel demand management

The following TDM Plan describes further the strategies of the BRAC 133 TDM Plan and corresponding details of its various programmatic elements.

5.2 **Management Organization and Personnel**

5.2.1 **Managing Organizations**

WHS will be managing the WHS Transportation Management Program (based upon this TDM Plan). In the past, WHS's Defense Facilities Directorate has managed the Pentagon's transportation program, including the current DoD Shuttle Bus Program, the Pentagon Transit Center, and the DoD NCR MTBP. WHS will lead the effort in managing the BRAC 133 property and associated facilities, including all

transportation elements. In coordination with WHS, the PFPA PMB will manage BRAC 133 parking facilities and the parking program, as it does for the Pentagon.

- i. WHS will establish a “WHS Transportation Management Program Office” onsite at BRAC 133. The office will be staffed during normal weekday business hours with at least one BRAC 133 Transportation Coordinator who will serve as Program Manager for the “WHS Transportation Management Program” as well as employee point-of-contact for all commute-assistance inquiries and needs for BRAC 133 employees. This office will house information and staff dealing with the:
 - a) DoD Shuttle Program
 - b) DoD NCR Mass Transportation Benefit Program
 - c) Mark Center Transportation Center
 - d) BRAC 133 employee-commute assistance, including:
 - DoD Shuttle route and schedule information
 - Transit, Bike/Walk, and Rideshare Program materials
 - Transit subsidy dispersal and sales information
 - Ridematching assistance
 - Transit information, including schedules and maps
 - Bicycle and walking path maps
 - Information about the Mark Center community, including the location of shops, restaurants, retail facilities, banks, daycare, fitness, healthcare facilities, etc.
 - Taxi stand information
 - Slugging information
 - Car-sharing (i.e. Zipcar® and other car-sharing service providers) information
 - Regional Commuter Program information (i.e. Commuter Connections enrollment information, Guaranteed Ride Home (GRH) program enrollment information)
- ii. The PFPA PMB will also have an onsite office at BRAC 133 that will deal with parking management operations, including parking permitting for commuters and visitors, as well as security within BRAC 133 parking facilities. The office will be located in the VCC.

5.2.2 Transportation Coordinator

At least one Transportation Coordinator shall be hired to operate, manage, and maintain the WHS Transportation Management Program for BRAC. The Transportation Coordinator(s) will be housed and managed under the WHS Transportation Management Program Office and shall maintain normal weekday business hours and be available onsite at the WHS Transportation Management Program Office.

- i. A Transportation Coordinator's main objectives are to:
 - a) Encourage employees to utilize alternative modes of transportation to the BRAC 133 site, including transit, carpooling, vanpooling, bicycling or walking to work, and/or teleworking one or more days a week in order to reduce employee stress, increase employee family time, ease traffic congestion, and improve air quality.
 - b) Offer hands-on personalized commute assistance and act as a point of contact for any BRAC 133 employee requesting assistance on finding an alternative commute mode and/or options for driving alone to work less often.
- ii. The Transportation Coordinator(s) will also attend at least one Employee Transportation Coordinator (ETC) Training, provided through the GSA, prior to building opening and annually thereafter to maintain ETC credentials. The Transportation Coordinator(s) must also organize a formal meeting with the City of Alexandria, VA's Employer Services Outreach Specialist in order to become familiar with the City's "Local Motion" program and its associated employer commuter services, both prior to the building opening and quarterly thereafter to maintain coordination with the City and receive updated information on City and community transportation programs.
- iii. The main responsibilities of the Transportation Coordinator(s) are to:
 - a) Brand the WHS Transportation Management Program (See Section 5.3.4) and organize program rules and registration design in order to cater to the needs of BRAC 133 employees.
 - b) Develop language and information updates to be posted on a WHS Transportation Management Program web page to be developed in coordination with WHS staff and as a web page addition to the "WHS Online Defense Facilities Directorate" website, specifically on transportation matters as they relate to BRAC 133 and its employees.
 - c) Develop and/or acquire both electronic and print media on local transportation schedules and route maps; bicycle/walk path and route maps; information about the Mark Center community, including the location of shops, restaurants, retail facilities, banks, daycare, fitness, healthcare facilities, etc.; taxi information; car-share program enrollment and membership information; slugging information; transit subsidy dispersal and sales information; and regional commuter program information (i.e. Commuter Connections enrollment information, Guaranteed Ride Home (GRH) program enrollment information).
 - d) Manage the Mark Center Transportation Center (See Section 3.3.3) by coordinating with local transit agencies to upkeep schedules and route information as well as with facilities maintenance staff to maintain the cleanliness and preservation of the Transportation Center.
 - e) Manage the DoD Shuttle Bus Program operations between Mark Center and Metrorail stations. This will include coordinating with the Pentagon Shuttle Program point of contact and with local transit providers utilizing bus bays at the Transportation Center on a regular basis to ensure efficient operations in order to mitigate queueing back-up at bus bays

- assigned to shuttles. In addition, the Transportation Coordinator(s) will monitor and maintain shuttle service to all Metrorail stations in order to maintain schedule and prevent delays. The Transportation Coordinator(s) will also produce and maintain up-to-date information on scheduled pick-ups and drop-offs, route changes, Metrorail stop modifications and advertise the information both on the WHS Transportation Management Program web page and via print material.
- f) Design and maintain an “Alternative Commute Incentive Program” (See Section 5.3.4) that will reward employees registered as non-solo drivers based on meeting certain minimum requirements (i.e., carpooled to work 15/20 work days in the month).
 - g) Develop and maintain a “Ridematching Program” (See Section 5.6) by assisting employees in enrolling in the program, helping them to fill empty seats in carpools and/or vanpools, etc. The Transportation Coordinator(s) will also plan and conduct annual ridematching activities to encourage interested employees to find carpool/vanpool partners.
 - h) Produce marketing materials to effectively promote the use of carpools, vanpools, transit, flex-time, bicycling, walking, telecommuting, and other TDM programs to employees.
 - i) Organize, plan, and conduct two annual transportation-related events: a Transportation Fair in the fall and a Bike to Work Day event, in coordination with MWCOG’s Bike to Work Day festivities, in the spring.
 - j) Coordinate with the Mobile Commuter StoreTM to administer the sale of transit fares at least biweekly on-site at BRAC 133.
 - k) Coordinate with the PFFA PMB office on a routine basis to enforce reserved carpool, vanpool, and low/no-emission vehicle parking.
 - l) Provide assistance to employees requesting commuting information to BRAC 133 and/or personalized commute assistance.
 - m) Enroll new employees into the WHS Transportation Management Program and assist them through educational orientation materials in making a decision on the most feasible commute for them.
 - n) Liaise with the City of Alexandria to discuss updates to local transportation information and available City programs.
 - o) Develop an annual “State of the Commute Report” for WHS detailing the success of the WHS Transportation Management Program in reducing single occupancy vehicle trips and improving mobility to and from the site as well as recommended Program modifications for the coming year.

The Transportation Coordinator(s) will also coordinate regularly with the “Pentagon/DoD Central Service Center” that will administer all DoD transportation-related matters. The Transportation Coordinator(s) will receive updated information on programmatic modifications to DoD programs, such as the Mass Transportation Benefit Program (which will continue to be maintained centrally out of the Pentagon,

including for BRAC 133 employees) and Pentagon/BRAC 133 DoD shuttle buses. The Transportation Coordinator(s) will receive updates through routinely scheduled meetings with the Pentagon/DoD Central Service Center.

5.3 Pre-Relocation Outreach

5.3.1 Marketing

WHS has already begun marketing and preparing employees and tenants for the move to BRAC 133. The Office currently maintains a “WHS BRAC 133” web page, under the “WHS Online Defense Facilities Directorate” website, which keep employees and the general public abreast of BRAC 133 activities. WHS also coordinates on a monthly basis with tenants moving to BRAC 133 and employee points of contact for BRAC 133 to discuss up-to-date information, such as transportation studies, relocation logistics, transportation concerns and/or ideas, etc. In May of 2010, WHS will hold its annual Transportation Fair at the Pentagon to educate DoD employees about transportation alternatives for commuting. This fair will include a booth for BRAC 133 employees specifically in order to begin engaging employees to start re-examining or planning for their new commutes.

While WHS is marketing to BRAC 133 employees and tenants currently, WHS will also plan for the following additional activities:

- i. WHS will continue to hold monthly tenant focus group meetings to issue the latest information on the BRAC 133 relocation and planned Transportation Management Program.
- ii. Upon acceptance of this TMP, WHS will conduct a focus group with tenants and employee points of contact to discuss major elements of the TDM Plan and associate Transportation Management Program in detail.
- iii. Within 9 months prior to relocation, WHS will hire the Transportation Coordinator(s) to help facilitate design and marketing of the Transportation Management Program.
- iv. Six months prior to relocation, WHS will also begin producing and/or acquiring brochures, pamphlets, posters, and other marketing media to increase employee awareness of transportation options available to BRAC 133. Other media will also include letters from ranked officers and other executives enforcing participation in the Transportation Management Program and informing employees of schedules and deadlines for relocation, program enrollment, events, etc.

5.3.2 Employee Orientation

WHS will develop several employee orientation-related guidance materials and events in order to familiarize employees with the new site and the procedural guidelines for the relocation and determining transportation to and from the site. The goal of the orientation tasks is to prepare employees for the impending change in commutes and to provide a level of comfort for employees so that the first day of their new commutes is less unfamiliar and daunting. This level of comfort may also help reframe the intimidation that employees may be feeling in shaping a new commute and may allow employees to make more informed decisions in selecting alternative transportation modes, thereby

increasing participation in the Transportation Management Program's various commute alternatives and incentive programs (See Section 5.3.4). WHS will conduct the following orientation activities in order to acquaint employees with new commutes and alternatives:

- i. Six months prior to the relocation, WHS will develop a "BRAC 133 Employee Orientation Handbook" which will include, at a minimum, the following:
 - a) Relocation Procedures and Codes of Conduct
 - b) Introduction to the Transportation Coordinator(s) Roles and Responsibilities & Contact Information
 - c) Transportation Management Program Details (including information on program registration and enrollment, benefits, and rules for participation)
 - d) Mark Center Community and BRAC 133 Building Amenities
 - e) Building Transportation Amenities Site Map (displaying location of bicycle facilities, retail facilities, etc.)
 - f) Parking Permit Protocol (for special permits, carpool/vanpool permits, and general use permits)
 - g) Telecommuting and/or Alternative work Schedule Requirements and Guidelines

The "Orientation Handbook" will be released at least 4 months before relocation.

- ii. After the release of the Handbook, WHS will organize an orientation outreach effort, backed by ranked officer and executive support, whereby various organizations that will be relocating will be scheduled for small group presentations to go over the Handbook and elements of the Transportation Program, detail the various incentive programs for choosing alternative commute modes, and advertise dates for the following events that will be used to educate employees on their travel options and promote their use of alternative transportation modes:
 - a) WHS will hold multiple BRAC 133 Transportation Fairs at various current employee worksites to increase awareness of BRAC 133 commute options and programs, as well as to "meet and greet" transit agencies, vendors, and other commuter service-groups who will be invited and available to help acquaint employees with their travel options to Mark Center.
 - b) WHS will hold home-location based focus group sessions for various communities where clusters of employees currently reside. Employees will register for the session that corresponds to the area in which they reside (i.e., Manassas Session, Centreville/Chantilly Session, Fairfax/Oakton Session, etc.). At the focus group, WHS will lead a couple of exercises, including a "know your neighbor" activity that will encourage employees to find potential ridesharing partners in their own neighborhood or zip code, as well as a scheduling exercise that will divide employees by the time they must report to work. WHS will then deliver instructions and guidelines on capitalizing on the

proximities of these neighbors by starting a carpool or vanpool and disseminate information on the benefits and incentives available to employees for ridesharing.

- c) WHS will also hold a vanpool focus group session and “lunch and learns” to inform employees about the vanpool program, rules, and benefits, as well as register employees for internal BRAC 133 employee vanpools as well as regional vanpool options.

5.3.3 Survey

In the fall of 2009, WHS conducted an employee transportation survey to gauge employee interest and participation in various commute-related programs (See Section 2.3). In July of 2010, WHS will conduct a resurvey of employees to determine if their commuting patterns will change as a result of the relocation, now that employees are more informed about some of the options that will be available to them. However, at this point the TMP and the corresponding TDM Plan will not have been circulated to employees yet, nor have the details of the Transportation Management Program and associated incentives been announced, thus the results may not be precise. Therefore, WHS will conduct an additional resurvey in the winter of 2010. Employees will then be further informed about the TDM strategies that will be employed at BRAC 133 and the various events and programs that will be available to them. At this point, they will be able to make more informed decisions about what their transportation mode choice will be. The results of this survey will help WHS determine which transportation modes to market the most as target modes in the development of the BRAC 133 Transportation Management Program.

5.3.4 WHS Transportation Management Program & Employee Enrollment

The advantages of developing a branded WHS Transportation Management Program are to provide WHS with an accurate understanding of the planned commute choices in which employees are most interested as well as to inform the Transportation Coordinator(s) of the right target audience and interested parties on whom focus should be placed on marketing various commute options more accurately and effectively.

It is essential that employees are enrolled in a structured WHS Transportation Management Program in order to effectively maintain and develop an understanding of the commuting habits of BRAC 133 employees, and to keep firm control of BRAC 133 adherence to this TMP’s goals for SOV reduction and improved mobility for BRAC 133 employees. It will be the responsibility of the Transportation Coordinator(s) to design and manage the Program; however, several components must be adhered to in order for it to be successful. The following are required program elements and procedures that the Transportation Coordinator(s) must follow at a minimum:

- i. Every BRAC 133 employee will be encouraged to pre-register and enroll in the BRAC 133 Transportation Management Program, including those indicating an interest in driving alone.

- ii. The Transportation Coordinator(s) will design Program rules of enrollment, electronic Program registry, and a registration and enrollment form (electronic and/or paper) that will, at a minimum, include the following mandatory information:
 - Employee Name, ID Number, and Office Name
 - Employee Home Address and Work Telephone/Email
 - Planned Primary Mode of Transportation to BRAC 133
 - Planned Secondary Modes of Transportation to BRAC 133
 - Enrollment in the Mass Transportation Benefit Program
 - Enrollment in Commuter Connections Guaranteed Ride Home Program
 - Parking Permit Number (if applicable)
- iii. The Transportation Coordinator(s) will also manually enter the registration forms into an electronic Program registry database (if forms are not electronic) for ease of reference and records management.
- iv. For all employees who do not elect to drive alone, the Transportation Coordinator will issue a notice to employees to verify acceptance of automatic enrollment into the Guaranteed Ride Home Program and will address employee questions/concerns regarding registration and membership information.

5.4 Parking Management

5.4.1 Permitting

PFFPA PMB will be in charge of managing all parking operations, including parking permit allocation and distribution of permits to carpools, vanpools, and low/no-emission vehicles. However, tenant organizations are responsible for general use parking permit distribution to employees (i.e., permits for employees who want to drive alone to work). Priority parking permits for carpools and vanpools will be distributed before general use parking permits and will also be guaranteed to BRAC 133 employee carpools and vanpools. The following information outlines the general use parking permitting process at BRAC 133:

- i. Parking spaces will be allocated by PFFPA PMB to each tenant organization according to the percent of the total employee population that the organization employs located at BRAC 133. Organizations will only be allotted the number of permits that correspond to the number of parking spaces dedicated to the organization, thus there will be a one to one ratio of parking permits to parking spaces.
- ii. Each tenant organization will be responsible for distributing general use parking permits to employees. In order to receive a permit, employees must access an online application form and fill out information about the type of permit requested and vehicle identification information. Upon review by the employee's supervisor, a parking permit may be granted if the employee meets given criteria (i.e., does not desire to receive a mass transit benefit subsidy). Tenant organizations may only grant as many permits as there are parking spaces allocated to that

organization. Permits will be granted on a first-come, first-serve basis to qualified applicants until the allotted number of permits within each organization is exhausted.

- iii. Parking permits will be numbered, corresponding to a single employee's registered vehicle as indicated in the online application. Permits will also be colored according to type of permit (i.e. disabled, executive, carpool/vanpool, low/no-emission vehicle, government vehicle, etc.) and to which parking garage the permit is applicable (i.e., North or South Parking Garage). Parking permits will only be valid in one garage (either North or South Parking Garage).
- iv. PFPA PMB officers will be responsible for resolving permit violation issues, including towing of unauthorized vehicles, or those which do not display a permit. Officers may also issue Federal parking citations for parking in reserved areas, for vehicles parked unlawfully, etc. Officers will routinely patrol the parking garages to ensure compliance with protocol and security.

5.4.2 Priority Parking

PFPA PMB will be responsible for distribution of priority parking permits and spaces to employees who choose to carpool, vanpool, or utilize low/no-emission vehicles. There will not be a parking cap to the number of permits PFPA PMB can assign to carpool and vanpool commuters – parking for carpools and vanpools is guaranteed. A minimum of 320 carpool/vanpool priority parking spaces will be reserved in North Parking Garage closest to the pedestrian bridge as the North Parking Garage offers the least inconvenience to carpools/vanpools by eliminating dwell time at the security checkpoint. If the demand for carpool/vanpool parking permits is higher than the allotted amount of parking, spaces will be removed from general use permit parking and re-designated as carpool/vanpool permit parking. Parking is capped at 192 spaces for low/no-emission vehicle parking spaces, which will be located in the South Parking Garage closest to the entrance of the building. Requirements and protocol for receiving a priority parking space are as follows:

- i. A qualified carpool or vanpool must have at least two DoD employees riding in the vehicle to apply for a permit, in addition to a BRAC 133 employee driver. If a significant demand for carpool/vanpool spaces for two-person carpools/vanpools arises, PFPA PMB will consider allotting permits for these vehicles.
- ii. The driver of a carpool or vanpool must apply for a carpool/vanpool parking permit in person at the PFPA PMB office and show a valid driver's license. The driver must also list the names of the BRAC 133 employees also in the carpool/vanpool on the application. PFPA PMB will verify that the employees are designated riders in the driver's carpool/vanpool before a permit will be granted. Both the driver and riders agree to waive their right to the mass transit benefit subsidy in order to obtain the carpool/vanpool parking permit.
- iii. A qualified low/no-emissions vehicle must be a alternative fuel vehicle (ultra low sulfur diesel, CNG, LNG, electric, fuel cell, E85; or use average B50 biodiesel in standard diesel engine) and/or low-emission and/or fuel efficient vehicle (ZEV). Proof of vehicle eligibility will be determined upon review of the vehicle make, model, and registration as indicated on the employee permit application.

- iv. PFFA PMB officers will enforce permit requirements by conducting random phone calls to riders to ensure they are still members of the carpool/vanpool as well as through surveillance of carpools and vanpools into and out of the parking garage.

5.4.3 Overflow Management

PFFA PMB is only responsible for the management of Army-owned property and parking facilities. However, businesses-owners and residents have reasonable concerns about spillover parking from BRAC 133 affecting the availability of parking near their businesses and homes. Although the majority of parking near the facility is permit or access controlled, some parking, both street and off-street may be impacted by spillover. The parking that may be impacted can be categorized as parking lots where enforcement may be challenging and/or where parking is unpermitted (i.e., residential community parking).

In order to mitigate parking overflow, several actions will or already have been implemented, by WHS as well as area businesses and residential associations, including:

- i. Installing parking garage barrier gates and counters and/or are staffing by parking management personnel at surrounding Mark Center properties with publicly accessible commercial parking capacity. These garages will also have a higher posted price for parking than for visitors to tenants in the property, who will receive parking validation upon exit. Therefore, it will be more expensive for BRAC 133 employees to park in commercial garages (if any desire to do so).
- ii. Limiting guest parking to 4 hours and implementing a towing program based on tire markings (or other means of identifying vehicles that have been parked too long) both in lots and garages. Employees or tenants of the commercial properties are exempt from the requirement through parking permits and/or a registry of employee license plates maintained by the parking management office or personnel.
- iii. Issuing resident and guest parking permits to residential community members and implementing a strict towing policy for vehicles not displaying a permit.

Properties that have not considered the aforementioned strategies should consider implementing one or more of these strategies to help mitigate the effects of any possible overflow parking.

WHS will maintain a BRAC 133 building management hotline for community members to voice a complaint about frequent parking violations. This hotline will be maintained by the Transportation Coordinator(s) at the WHS Transportation Management Program Office and frequent violations will be resolved through communications from the Transportation Coordinator(s).

5.4.4 Special Events Protocol

As the BRAC 133 will house many special events, including conferences, training seminars, and organized large meeting events, there will be special events parking protocol in place to which all visiting non-BRAC 133 employees must conform, including:

- i. All visitors attending a conference, training seminar, organized large meeting, or other special event must board a DoD shuttle bus from a designated Metrorail pick-up point. Visitors will not be permitted to park at the Pentagon if attending a special event at BRAC 133. Visitors may only park at a lot near the Metrorail station at which they are boarding a train, bus, or DoD shuttle bus, and/or at a commercial parking facility.
- ii. For visitors from outside of the DC Metropolitan Area, WHS will conduct arrangements with area hotels, such as the Hilton Alexandria Mark Center, that will allow for visitors to stay at the hotel and walk or be shuttled over by hotel shuttle or taxi to the BRAC 133 site.

5.5 Public Transit Program

5.5.1 Subsidies

Effective October 1, 2000, Executive Order 13150 "Federal Workforce Transportation in the NCR" allows qualified employees to participate in a transportation fringe benefit program, otherwise known as the MTBP. WHS is managing this program for NCR employees and is assisted by the United States Department of Transportation (USDOT) in its implementation. The following guidance will apply to BRAC 133 employees:

- i. Upon registering for the WHS Transportation Management Program (See Section 5.3.4), employees who indicate that they intend to use transit as their primary mode will be directed to file a web based application (DD Form 2845) with the Defense Facilities Directorate Programs and Services Division, which will manage the MTBP enrollment process for the NCR, to include BRAC 133. All BRAC 133 employees who desire to be a part of the MTBP must reapply for the subsidy, even if they are currently utilizing transit to get to their current work location, in order to account for the potential change in transit fare that will be required to alight at a different Metrorail station or bus stop closer to BRAC 133 or DoD shuttle bus pick-up/drop-off points.
- ii. Participating employees will receive, in addition to their current compensation, transit subsidies in amounts equal to their personal commuting costs, not to exceed the amount as determined by law. Parking costs will not be used in establishing commuter costs. This benefit applies to both mass transit and qualified vanpool participants. Subsidies are dispersed in the following forms:
 - a) **Metro Fare Cards:** Metro fare card denominations issued will be \$1, \$5, \$10, and \$30. Those participants who ride those modes of transit that are compatible with the SmarTrip card will receive these fare cards at their quarterly distribution. Fare cards may be loaded directly onto a SmarTrip card, in the same fashion as the former metro check.
 - b) **SmartBenefit Vouchers:** Smart Benefit vouchers will be distributed to all participants who utilize forms of transportation that are not compatible with the SmarTrip technology, such as the VRE, MARC, many private commuter buses, etc.

- c) **TranBen Vouchers:** Tranben Vouchers will be provided to those applicants who ride vanpools and Quick's bus lines.
- iii. Employees with subsidized parking must relinquish their parking permits to receive the transit subsidy. Similarly, employees who receive transit subsidies may not be counted as part of a DoD carpool for purposes of qualifying for a parking pass. Servicing parking offices will have the authority to make exceptions to this rule. They will notify WHS of any exceptions granted. Employees must give up their parking pass in order to receive this benefit.
- iv. Subsidies will be distributed quarterly on widely-advertised scheduled dates whereby MTBP staff will be on-site at BRAC 133 to distribute the passes. Employees will be notified of distribution dates via email, on the "WHS NCR-Transit Subsidy" web page, and/or via print media.

5.5.2 Onsite Transit Pass Sales

Due to liability limitations, employees will not be able to purchase transit fare media onsite through Metro fare vending machines. Instead, employees will have the ability to purchase transit fare media onsite through an arrangement with the Mobile Commuter Store™. WHS will make arrangements to have the Mobile Commuter Store™ be available on-site at Mark Center Transportation Center twice a week during off-peak hours. The Mobile Commuter Store™ will also be accessible to Mark Center community employees and residents.

In addition to the Mobile Commuter Store™, employees may purchase transit fare media at many transit stores across the Greater Washington Metropolitan Region, as outlined in Table 5-1.

Table 5-1: Alternate Transit Store Locations for Employee Fare Purchasing

Transit Store Name	Address	City	State	Zip
Pentagon Transit Store	Pentagon Transit Center, Upper Level	Washington	DC	20301
Ballston Commuter Store	4238 Wilson Boulevard, Suite 2232	Arlington	VA	22203
Crystal City Commuter Store	1615-B Crystal Square Arcade	Arlington	VA	22202
Rosslyn Commuter Store	1700 N. Moore Street, Suite 235	Rosslyn	VA	22209
Shirlington Commuter Store	2975 S. Quincy Street	Shirlington	VA	22206
The Olde Town Transit Shop	1775C Duke Street	Alexandria	VA	22301
Connector Store	12530 Sunrise Valley Drive	Herndon	VA	20171
Connector Store	1860 Wiehle Avenue	Reston	VA	22090
Connector Store	12051 Bluemont Way	Reston	VA	20190
Connector Store	6880 Frontier Drive	Springfield	VA	22150
Connector Store	8300 Jones Branch Drive	McLean	VA	22102
TRiPS Commuter Store	8413 Ramsey Avenue	Silver Spring	MD	20910

Source: Arlington County "Commuter Page" web page, <http://www.commuterpage.com/storeoth.htm> (last accessed May 1, 2010).

5.5.3 Marketing

In order to maintain transit mode share at BRAC 133, the Transportation Coordinator(s) will commit to an aggressive transit marketing campaign. The Transportation Coordinator(s) will:

- i. Develop and/or acquire brochures, pamphlets, and posters advertising as well as posting information on the WHS Transportation Management Program web page on various transit options available in the region. The Transportation Coordinator will also maintain stock of brochures and schedules in the WHS Transportation Management Program Office.
- ii. Investigate the feasibility and, if funding is available, provide a “commuter kiosk” in order to provide employees with personalized transit commute assistance through a touch screen application.
- iii. Organize, plan, and conduct an annual BRAC 133 Transportation Fair at BRAC 133 to increase awareness of BRAC 133 commute options and programs, as well as to “meet and greet” transit agencies, vendors, and other commuter service-groups who will be invited and available to help acquaint employees with their travel options to Mark Center.

5.5.4 Recommended Improvements

In the long run, there are some activities that WHS may explore in order to improve the effectiveness of their Transit Program, including the following:

- i. Examining the coordination of the DoD shuttle program with the development of improved public transit services, including shuttle schedule alignment with public transit, route alignment, etc.
- ii. Explore the feasibility of expanding the Mark Center Transportation Center to include additional bus bays and/or transit amenities. WHS may consider holding collaborative meetings with transit agencies, residential associations, and other Mark Center commercial properties to examine the probability of sharing costs of the expansion.
- iii. In the event the Transportation Center is expanded and transit service to the site becomes more abundant, WHS should explore the feasibility of a future transit store location at the Mark Center Transportation Center. WHS may consider holding collaborative meetings with transit agencies, residential associations, and other Mark Center commercial properties to examine the probability of sharing costs for the transit store.
- iv. Explore the feasibility of an open-to-the-public annual transit fair at or in the vicinity of the Mark Center Transportation Center. This fair will help showcase Army commitment to the Mark Center community and its goals to reduce traffic to the area, as well as become a more sustainable Federal entity. The fair should have transportation vendors on-site to answer Mark Center employee, resident, or visitor questions and encourage use of transit to and from the area, in a festive atmosphere.

5.6 Rideshare Program

5.6.1 Carpools

Encouraging carpooling is one of the most effective ways for employees to find a door to door commute solution. The Transportation Coordinator(s) will develop a Rideshare Program that is geared toward

forming BRAC 133 employee-only carpools. The employee zip code analysis presented in Section 2.3 demonstrates that many employees live within the same zip code and/or residential community, but may work in separate offices and not even know that one another works at BRAC 133. Other than the pre-relocation home-location based focus group sessions described in Section 5.3.2, the Transportation Coordinator(s) will encourage use of carpooling through:

- i. Purchasing a licensing agreement to ridematching software and/or online applications that allow for employees interested in finding a carpool to enter their information, home address, and work schedule into a secure database for BRAC 133 employees only. The system will automatically send a message to other interested employees within the same zip code and/or geographic area, informing them of a match and will facilitate information exchange so that employees can setup a carpool on their own. The Transportation Coordinator(s) will advertise this option through the orientation handbook, email, and through other media to be given to employees as they enroll in the BRAC 133 Transportation Management Program.
- ii. Organize, plan, and conduct a ridematching activity at the annual Transportation Fair that allows for employees to reevaluate their commutes and consider carpooling by meeting employees who may live in the same geographic area as one another.
- iii. Develop and/or acquire brochures, pamphlets, and posters advertising as well as posting information on the WHS Transportation Management Program web page on various carpool program options available in the region, including those provided through Commuter Connections and the City of Alexandria.

5.6.2 Vanpools

As many employees are commuting from long distances outside of a viable connection to transit, it is important that WHS develop a strong vanpool program. The Transportation Coordinator(s) shall also have the responsibility of coordinating vanpool formation and/or seat-filling for vanpools that contain BRAC 133 personnel. The Transportation Coordinator(s) will:

- i. Develop both a short-distance and long-distance oriented vanpool program to accommodate employees who live near and far from the BRAC 133 site, and are not convenient to transit. The Transportation Coordinator(s) will work with vanpool providers to develop an action plan for recruiting employees who are interested in vanpools and matching them to BRAC 133 only and community vanpools, such as those at IDA or CNA.
- ii. Conduct a Maryland commuter-focused vanpool seminar to engage Maryland commuters outside of the transit network in discussions about utilizing vanpools to get to BRAC 133. The Transportation Coordinator(s) will organize an event, in coordination with vanpool service providers with service in Maryland, to encourage Maryland commuters to utilize vanpools, including a vanpool matching exercise.
- iii. In addition to the vanpool “lunch and learns” in the pre-relocation outreach phase described in Section 5.3.2, the Transportation Coordinator will invite vanpool providers to the annual

Transportation Fair and allow for various providers to hold “lunch and learns” at their discretion, as long as they are coordinated and scheduled with the Transportation Coordinator.

- iv. Maintain a vanpool database and/or board at the BRAC 133 Transportation Management Office that lists all registered BRAC 133 vanpools parked on the property, as well as any vanpools that employees may utilize to get to BRAC 133 (including those to the Pentagon). The board and/or database will display information on origin and destination of the vanpool, the seating capacity of the vanpool, whether the van is full, price per seat, and whether the vanpool is looking for additional riders. This information will be advertised and available to interested BRAC 133 employees.
- v. Develop and/or acquire brochures, pamphlets, and posters advertising as well as posting information on the WHS Transportation Management Program web page on various vanpool program options available in the region, including those provided through Commuter Connections and private vanpool service providers.

5.6.3 Slug Lines

The Transportation Coordinator(s) will be responsible for providing information on slugging and the location of the slugging area. As slugging is informal, casual, inconsistent, and self-organized, it will be difficult to set up a formal program for slugging; however, in order to promote the safe queuing of slugging, the Transportation Coordinator(s) will explain the location of slugging queue space available to slugs using site plans in the orientation handbook, as well as during the pre-relocation outreach meetings, described in Section 5.3.2.

5.6.4 Guaranteed Ride Home

Guaranteed Ride Home (GRH) is a free service administered by MWCOG to provide Metropolitan Washington Area commuters who regularly carpool, vanpool, bike, walk, or take public transit to work a free ride home in the event of a personal emergency or if they work late at a supervisor’s request. Commuters can utilize this service up to four times per year. If a commuter misses his or her ride home, GRH will arrange for a taxi, rental car, or paratransit service provider to take him or her. Members are issued a GRH card to be presented to the emergency ride driver to validate the four free rides.

Upon enrollment into the BRAC 133 Transportation Management Program, all employees who do not elect to drive alone will be notified by the Transportation Coordinator(s) to verify acceptance of automatic enrollment into the GRH Program. All employees who regularly carpool, vanpool, bike, walk, and/or take public transit must register into the GRH Program. Information on the GRH program will be posted on the WHS Transportation Management Program web page as well as advertised in the WHS Transportation Management Program Office.

5.6.5 Recommended Improvements

In the long run, there are some activities that WHS may explore in order to improve the effectiveness of their Rideshare Program, including the following:

- i. If demand is high for vanpools, WHS should consider hiring a Vanpool Coordinator to serve as employee interface for establishing or maintaining vanpools, and also as an interface between vanpool service providers and BRAC 133 tenant agencies.
- ii. A Vanpool Coordinator may also explore the feasibility of implementing SmartBenefits to provide ease of payment to vanpool providers. This would help make vanpooling more convenient for employees by removing the responsibility of coordinating payment from vanpool riders. It will also make payment for vanpool providers easier by removing the extra step for the vanpool service provider to trade in vouchers for payment and/or issue refunds for overpayment, as the cost of operating a vanpool fluctuates monthly.

5.7 Mid-Day Travel Options

The BRAC 133 site will have multiple options for employees to make mid-day trips without the use of a personal vehicle. The following are elements of the WHS Transportation Management Program as it relates to mid-day travel:

- i. Many tenant agencies at BRAC 133 will have their own government vehicles onsite. Many of these vehicles will be used to transport employees during the work day for meetings, special events, etc.
- ii. The DoD shuttle bus program will include mid-day services route to Metrorail stations throughout the day.
- iii. All of the DASH and Metrobuses serving the BRAC 133 site (except for Metrobus route 28G) offer mid-day service at 30-60 minute headways. Employees will be able to access these buses for service to areas outside of Mark Center as well as to seven local Metrorail stations, including Pentagon, Eisenhower, Braddock, Van Dorn, Ballston, West Falls Church, and King Street stations.
- iv. A mid-day taxi stand will be available near the Transportation Center during mid-day, off-peak hours. In addition, the Hilton Alexandria Mark Center Hotel has a taxi stand within walking distance of the BRAC 133 site.
- v. A number of on-site amenities will be available to employees so that they will not need to make mid-day trips for errands or lunch, including:
 - Fitness Center
 - Cafeteria
 - Office supply store
 - Two snack/coffee shops
 - Health Clinic
 - Credit Union
- vi. In addition to on-site amenities, the Mark Center community houses a number of amenities within walking distance from BRAC 133, including restaurants, a bank, coffee shops, a grocery store, and other services.

- vii. Currently, there is one Zipcar® car-share vehicle available in Mark Center within walking distance from BRAC 133 (at 2001 North Beauregard Street). Employees who are registered with the Zipcar® program who do not have a parking permit but need to make a driving trip to their destination can reserve this vehicle for their own use.

5.7.1 Recommended Improvements

In the long run, there are some activities that WHS may explore in order to improve the effectiveness of mid-day travel options, including the following:

- i. The Transportation Coordinator(s) should consider conducting a demand analysis for obtaining additional car-sharing vehicles to be available on-site or within walking distance of BRAC 133. The Transportation Coordinator should conduct a survey to determine employee interest in having additional car-share vehicles onsite. If there is a demand, discussions with car-sharing service providers should be held to develop a program for obtaining the vehicles as an additional amenity for the BRAC 133 site and Mark Center community.
- ii. In order to encourage non-driving solutions for mid-day travel, the Transportation Coordinator(s) should consider conducting a demand analysis for developing a bike-sharing program for travelers who wish to bicycle at lunch for fitness, to nearby destinations (i.e., Old Town Alexandria, Shirlington Village, etc.) for more retail and restaurant options and/or errands. The Transportation Coordinator should conduct a survey to determine employee interest in having a BRAC 133 bike-sharing program available on-site. If there is a demand, discussions with bike-sharing service providers should be held to develop a program for obtaining the bicycles as an additional amenity for the BRAC 133 site and Mark Center community. The same analysis can be done for those interested in having a Segway Personal Transporter-rental program, for walkable trips and/or an environmental travel option for the disabled.

5.8 Variable Work Hour/Flex Time

5.8.1 Flexible Work Week

Many BRAC 133 employees are eligible for the Flex Work Week (FWW) Program. According to the WHS fall 2009 commute survey, 25 percent of survey respondents currently work on an FWW schedule. A flexible work schedule allows employees to be flexible on the hour they come into work and when they leave, as long as employees work during core work hours (10:00 AM through 3:00 PM) and for the total hours necessary to fulfill their job type (i.e., 40 hours for full-time and 30 hours for part-time, etc). Types of FWW schedules and the corresponding percentage of survey respondents participating in that type include:

- **Flexitour (32 percent):** Employee selects starting and stopping times are within the flexible hours. Once selected, the hours are fixed.
- **Gliding (63 percent):** Employee selects a starting and stopping time each day, and may change starting and stopping times daily within the established flexible hours.

- **Maxiflex (2 percent):** Employee maintains core hours on fewer than 10 workdays in the pay period, but an employee may vary the number of hours worked on a given workday or the number of hours each week.

WHS should aim for a 15 percent increase in the number of employees participating in the FWW Program within one year of BRAC 133 relocation. In order to achieve this goal, the Transportation Coordinator(s) will:

- i. Coordinate with tenant organization points of contact to educate them on the importance of FWW schedules and encourage making most employees eligible for FWW.
- ii. Advertise FWW in the orientation handbook and encourage employees who have not taken advantage of FWW to do so as they relocate to BRAC 133 (as described in Section 5.3.2).
- iii. Develop new-hire orientation packets to inform employees about their FWW eligibility and encourage employees to travel during the early or later part of the peak period.
- iv. Coordinate with traffic engineers to conduct biannual traffic counts at key intersections and parking garage entrances to determine actual peak hour congestion levels. The Transportation Coordinator will issue a report to tenant organization points of contact detailing peak hours of congestion. If it is determined that at a certain peak hour, intersections are operating at consistently failing levels of service, the report will encourage supervisors within each tenant organization to inform employees to avoid traveling to work during the peak hour of congestion and encourage being flexible with their arrival time to work, within reason and when possible.
- v. Develop and/or acquire brochures, pamphlets, web-content, and posters advertising the FWW program.

5.8.2 Compressed Work Week

Many BRAC 133 employees are also eligible for the Compressed Work Schedule (CWS) Program. According to the WHS fall 2009 commute survey, 15 percent of survey respondents currently work on an FWW schedule. A compressed work schedule allows employees to be flexible the number of hours they work per day in order to work a shorter week and/or have a “compressed” day off. Types of CWS schedules include:

- **4/40 Work Week (11 percent):** Employee works 8 days in a pay period, 10 hours per day.
- **9/80 Work Week (89 percent):** Employee works 9 days in a pay period, 9 hours per day.

WHS should aim for a 10 percent increase in the number of employees participating in the CWS Program within one year of BRAC 133 relocation. In order to achieve this goal, the Transportation Coordinator(s) will:

- i. Coordinate with tenant organization points of contact to educate them on the importance of CWS schedules and encourage making more employees eligible for CWS.
- ii. Advertise CWS in the orientation handbook and encourage employees who have not taken advantage of CWS to do so as they relocate to BRAC 133 (as described in Section 5.3.2).

- iii. Develop new-hire orientation packets to inform employees about their CWS eligibility and encourage employees to travel during the early or later part of the peak period.
- iv. Coordinate with tenant organization points of contact and supervisors to allow employees to make their “compressed” day(s) off on days other than Friday whenever possible in order to alleviate congestion throughout the week.
- v. Develop and/or acquire brochures, pamphlets, web-content, and posters advertising the CWS program.

5.8.3 Telecommuting

Less than two percent of overall survey respondents indicated that they telecommute to work at least one day a week. However, 19 percent indicated they telecommute via Temporary Duty Assignment (TDY) multiple times during the year, if not regularly. This demonstrates that almost 20 percent of the BRAC 133 workforce responding to the survey is capable of working off-site. As well, most organizations that will be relocating to BRAC 133 do allow telecommuting, or are currently working on drafting a telecommuting policy. While many organizations do not permit telecommuting due to the nature of the organization’s work, those that can allow telecommuting should institute a formal written policy to allow for telecommuting at least once a week.

Therefore, WHS should aim for an 18 percent increase in the number of employees telecommuting within one year of BRAC 133 relocation. In order to achieve this goal, the Transportation Coordinator(s) will:

- i. Coordinate with high-security organization points of contact and/or supervisors within those organizations that *can* allow telecommuting to participate in a training seminar on telecommuting options and policies in order to educate them on best practices in telecommute policy development. The Transportation Coordinator(s) will recruit telecommuting experts to run the training seminars.
- ii. Work with DoD and U.S. Department of State Telework Coordinators (list is provided by GSA) to develop a WHS eTelework application and remote encryption program, similar to the one being used currently by Department of State. The eTelework application automatically routes a telework agreement from employee to supervisor to executive director and creates an electronic record of the agreement and provides notifications to the employee when decisions on the application are made and again when the annual agreement is set to expire. This allows for monitoring of employee telework activities to ensure compliance. Remote encryption programs, such as those used when DoD employees are TDY, can also be used for telecommuting purposes and can link up with eTelework applications.
- iii. Provide guidance to organization representatives regarding the development of applicable telecommute policies for their organization so that each organization at BRAC 133 has a formal policy on telecommuting.
- iv. Attend training seminars and/or information sessions on the latest high-security telework technologies in order to stay abreast of potential applications for use at the BRAC 133 site.

- v. Educate supervisors and post information to the WHS Transportation Management Program website on the applicable use of telework centers, located throughout the region. Telework centers shorten the commute time of employees by allowing them to commute to their local center instead of to BRAC 133, in the event working from home does not provide employees with a structured work environment.

5.9 Bicycle and Pedestrian Program

5.9.1 Paths and Walkways

Many bicycle paths and routes are located within less than one mile of the BRAC 133 site. Table 5-2 outlines 17 of the bicycle paths and routes that can be used for travel into and out of the Mark Center area, including whether the path is classified as on-road or off-road.

Table 5-2: Bicycle Paths and Routes within 3 Miles of BRAC 133

Path/Route	Classification
Stream Valley Trail	Off-Road
Holmes Run	Off-Road
Richenbacher	On-Road
W. Braddock Rd	On-Road
W&OD	Off-Road
Four Mile Run	Off-Road
Dawes	On-Road
North Chambliss	On-Road
East Campus	On-Road
King Street	On-Road
Sanger	On-Road
Pegram	On-Road
Picket	On-Road
N. Howard	On-Road
S 28th	On-Road
S. Columbus	On-Road
Abingdon	On-Road
TOTAL	17 Paths/Routes

Source: City of Alexandria Bikeways Map

Over 500 employees live within three miles of BRAC 133, including over 400 employees within two miles, and over 100 employees in less than one mile. This indicates that many employees are able to bicycle or walk to BRAC 133 and be on-site in fewer than 20 minutes. Many employees also expressed an interest in learning about walking and bicycling, as observed from fall 2009 WHS survey comments. Appendix E illustrates various sample safe routes employees can utilize to travel to work by bicycle from a distance of less than three miles from Mark Center.

5.9.2 Bicycle Parking, Showers and Storage Facilities

The BRAC 133 building and parking garages are fully equipped to serve the bicycle and walking employee community. Accommodations for 167 bicycle parking racks will be located in the North

Parking Garage within feet of access to the pedestrian bridge. In addition, 44 showers are available on-site, with eight in the Fitness Center, and 36 designated bicyclist shower rooms in the lower level, complete with lockers. Bicycle parking and shower privileges are on a first-come, first-serve basis.

5.9.3 Marketing

The Transportation Coordinator will be responsible for:

- i. Developing and/or acquiring bicycle maps, brochures, pamphlets, and posters advertising as well as posting information on the WHS Transportation Management Program web page about bicycle commuting information.
- ii. Developing relationships with bicycle advocacy groups and bicycle shops in order to organize, plan, and conduct semi-annual health fairs and training seminars on bicycle and walking safety, bicycle maintenance, the health benefits of commuting for exercise, etc. The health fairs will help educate and market bicycling and walking as viable commuting options for BRAC 133 employees.
- iii. Organizing an annual Bike to Work Day pit-stop at Mark Center for bicycle commuters to receive giveaways, information, and other incentives for bicycling to work, as the site is a major employment center in the Mark Center community. The pit-stop will be located outside the secure perimeter so that other employees working within Mark Center may also partake in Bike to Work Day activities; therefore, the Transportation Coordinator will take part in marketing the event and pit-stop to outside employers and residents in the Mark Center community to gain their participation.
- iv. Organizing a “Walk-Buddy” Program for employees interested in walking to work to encourage safe walking. The Transportation Coordinator will use home address information and safe walkway knowledge to find interested employees a walking partner and safe route with which to walk to and from work.

5.9.4 Recommended Improvements

WHS may explore the planning and development of a community “bike station” in order to improve the effectiveness of bicycle commuting options should bicycle commuting become a valid source of transportation for a rising number of commuters. A bike station is an enclosed patron-paid facility that allows bicyclists to store their bicycles safely in a secure environment, in addition to having one-stop access to bicycle repair facilities and personnel as well as bicycle parts/apparel. The Transportation Coordinator should consider conducting a demand analysis using Bike to Work Day Event headcounts and surveys to determine if there is a demand for a Mark Center community bike station. If there is a demand, the Transportation Coordinator should organize planning meetings with the Mark Center community, commercial property owners in Mark Center, and bike station developers to come up with a concept plan, design, and location for a community bike station.